

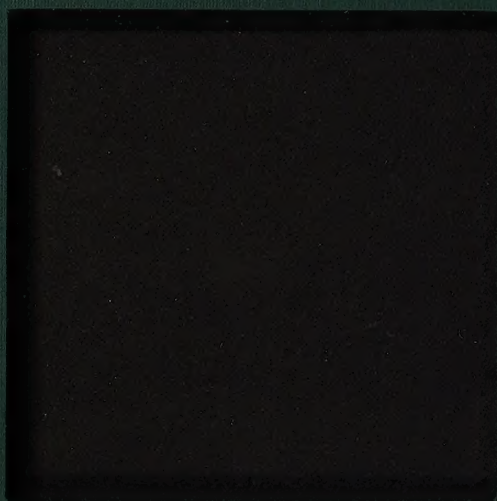
URBAN/MUNICIPAL
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1995

ANNUAL
REPORT
1995

URBAN/MUNICIPAL

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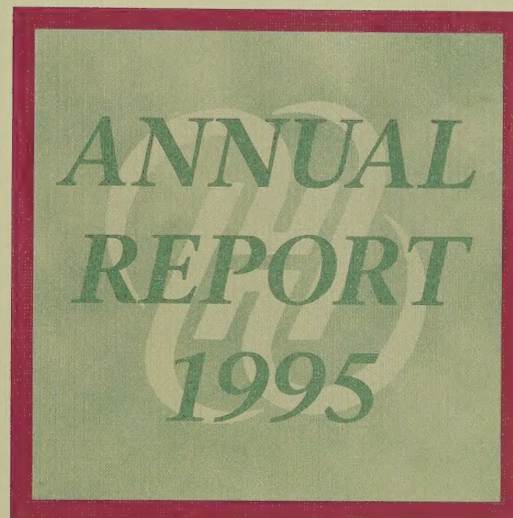
GOVERNMENT DOCUMENTS



URBAN MUNICIPAL

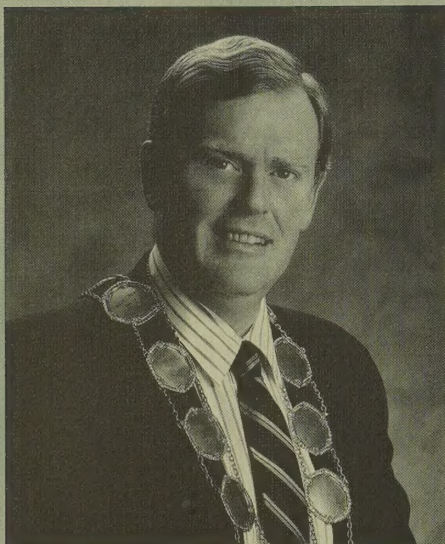
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GOVERNMENT DOCUMENTS



The Hamilton Entertainment and Convention Facilities Inc.
manages and operates
the Hamilton Convention Centre,
Hamilton Place Theatre, and
Copps Coliseum
on behalf of The Corporation of The City of Hamilton

Message from His Worship Mayor R. Morrow



The City's multi-faceted planning for the downtown core in the '70s included the construction of downtown entertainment facilities: Hamilton Place Theatre, the Convention Centre, and Copps Coliseum. The buildings were to become synonymous with the City's future cultural activity. The theatre was the first to be built in 1972 and Hamilton Place Theatre quickly became the home to the Hamilton Philharmonic Orchestra — a world-class symphony orchestra; Opera Hamilton; the Bach Elgar Choir and Theatre Aquarius. These local arts organizations, together with countless and varied stage performances by artists from every genre created a special environment. The Convention Centre was opened in 1983 specifically to attract conventions, trade shows and to complement the local hotel (hospitality) industry. Next came the Victor K. Copps Trade Centre/Arena, celebrating its official opening in 1985, built to accommodate

sporting and concert events, as well as major trade shows.

The '70s and '80s were boon years for the City's "jewels". Patrons of the arts were eager to support the artistic and cultural groups which provided a broad range of entertainment in return. The '90s, however, have been difficult. Out of necessity, financial constraint has been the focus. One victim of these difficult times has been our beloved symphony orchestra which was disbanded.

However, many of Hamilton's cultural leaders have demonstrated their determination to restore the symphony and I am hopeful that very soon, we will once again have the opportunity to enjoy a symphony orchestra which calls Hamilton Place Theatre its home.

There were successes in 1995! The Board of Directors of The Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.), its management and staff, despite considerable adversity, under-expended its municipal contribution from the City in the amount of \$300,803. Programming was exciting and well balanced. Hamilton hosted many "firsts" like the Juno Awards which was a co-ordinated effort led by H.E.C.F.I. with support from the Hamilton Wentworth Region's Economic Development Department. Convention business was improving...and every opportunity to present professional hockey in Copps Coliseum was explored.

I congratulate H.E.C.F.I.'s Board of Directors, Management and Staff for their execution in fulfilling Council's mandate for the three facilities despite many challenges and, of course, I am pleased to endorse the 1995 Annual Report.

OBJECTS OF THE CORPORATION

- ✿ To provide facilities and services for performing arts, including the carrying on of all or any of the operations of a theatre, music hall, concert hall, ballroom and cinema;
- To provide and present educational, social and cultural activities related to the arts or otherwise.
- To establish educational facilities and provide instruction in all areas of the arts.
- ✿ To present, produce, manage and conduct performances in the performing arts, including plays, dramas, comedies, operas, revues, promenades and other concerts, musicals and other pieces, ballet shows, exhibitions, variety and other entertainment.
- To provide facilities and services for amusement and entertainment activities.
- To provide facilities and services for the holding of conventions, meetings, receptions, conferences, exhibitions, displays, sporting events, trade shows and events of every kind.

An Act Respecting the City of Hamilton S.O. 1991

MISSION STATEMENT

To maintain, operate, manage and promote the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The City of Hamilton.

To positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services by using the three facilities as the catalyst to retain local spending and attract people from outside the region.

To maximize the use of the three facilities while providing programming that reflects local interests and contributes to the quality of life.

Via effective, efficient management to constantly work towards maintaining the subsidization by the Corporation of The City of Hamilton at or below the current rate of inflation.

All of this is to be achieved while pursuing excellence of management and service in a manner that fosters local pride and enhances the City's reputation and image.

1995 Marketing Plan

Message from 1995 Chair Mary Dow



My appointment to the H.E.C.F.I. Board of Directors in 1988 was to prove challenging, exciting and rewarding. The Board's responsibility to oversee the management and operation of three of the City's facilities is an involved and sensitive process and becoming a part of that process has been gratifying. The previous four years as a Director and Member of various Standing Committees; the change to H.E.C.F.I.'s legislation which resulted in a management Board consisting of fourteen Members (replacing a seventeen-member Board); and the major reorganization in the management style from facility to function, all provided a background which was critical to my tenure as Chair during 1995.

Organizationally, the marketing and sales component was assumed by the Managing Director/CEO who would assess, evaluate and define what was required to best fulfil H.E.C.F.I.'s most critical function — that of marketing the facilities and booking events.

Gabe Macaluso's natural "fit" with the additional responsibilities prompted the Board to retain marketing

and sales responsibilities under his auspices. A part-time marketing consultant was retained during the latter part of 1995 to assist with the development of marketing strategies. A series of very successful events during the year confirmed the Board's choice in selecting its new marketing "team"...the Junos held its annual award show in Copps Coliseum to a live audience for the first time — and it was a resounding success; Country Music Week Festival culminated in an exciting Awards Night and as one of the most highly watched programs in Canada, it showed Hamilton and Hamilton Place in a new and reimagined way; the Toronto Raptors won their first-ever game within their division in their first venture outside the confines of SkyDome to a near sell-out crowd at Copps Coliseum; and the Moscow State Ballet of the Natalia Sats Theatre performed *The Nutcracker* accompanied by the Hamilton Philharmonic Orchestra in December. Many local, young, promising prima ballerinas were featured and thrilled audiences in three performances.

An estimated 850,000 patrons visited the H.E.C.F.I. facilities during continued financially stringent times. These attendance figures speak for themselves — H.E.C.F.I.'s legislated mandate to "...maintain, operate, manage, market and promote the Theatre-Auditorium, the Convention Centre and the Trade Centre Arena for the benefit of the City and the people of the City of Hamilton and in the public interest for the objects of the corporation..." continues to be fulfilled.

I congratulate management and staff who have been successful in their scrutiny of financial and operational responsibilities.

I am proud of my tenure with H.E.C.F.I. and of the past term as Chair which proved to be a culmination of the preceding years and indeed, rewarding. It is with pleasure that I turn the Chair over to Alderman Terry Anderson in 1996. He has my very best wishes for continued success.

BOARD OF DIRECTORS 1995

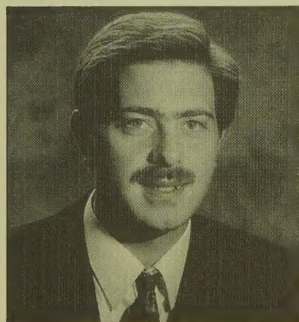
Mayor R. Morrow
Mrs. M. Dow, Chair
Alderman T. Anderson, First Vice Chair
Alderman B. Charters, Second Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mrs. J. Isbester
Mr. W. Tidball
Mr. G. Kay
Mr. M. Ryder
Mr. J. Kujavsky
Mr. F. Deys
Mr. J. Nelson
Mr. S. Monzavi



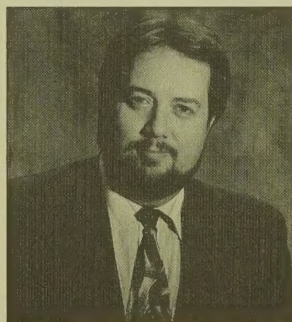
Mayor Robert Morrow
Ex-Officio Board and All
Committees



Mary Dow, B.A.
Chair of the Board Ex-Officio
All Committees

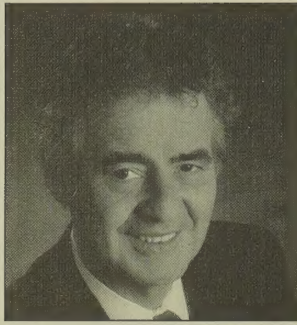


Alderman Terry Anderson
First Vice Chair
Member, Operations
Committee

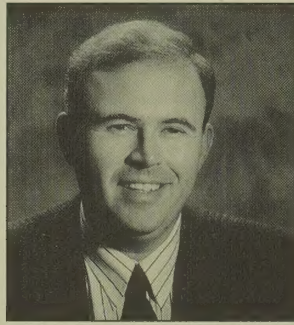


Alderman Bob Charters
Second Vice Chair
Member, Operations
Committee

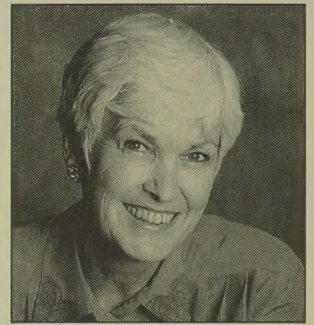
BOARD OF DIRECTORS 1995



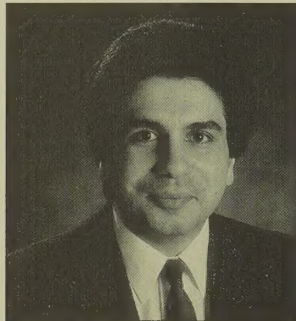
Alderman Henry Merling
Chair, Operations Committee



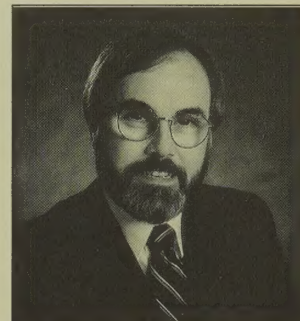
Marvin Ryder,
B.A., B.Sc. (Hons.), M.B.A.
Chair, Marketing & Sales Committee
Member, Finance &
Administration and Audit Committees



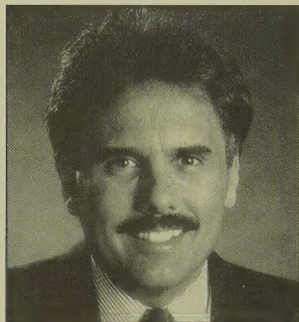
Jackie Isbester
Chair, Finance & Administration
and Audit Committees
Member, Operations and Marketing &
Sales Committees



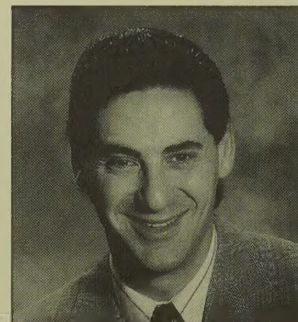
Alderman Tom Jackson
Member, Finance & Administration
and Audit Committees



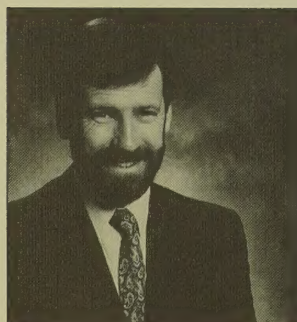
William Tidball, B.A., LL.B.
Member, Operations Committee



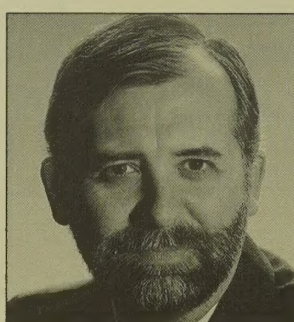
Gene Kay
Member, Operations Committees



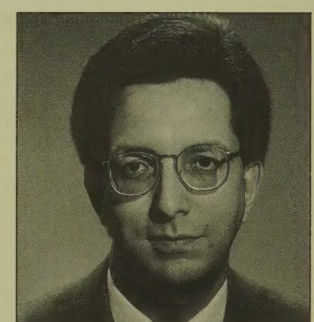
S. Jasper Kujavsky,
B.A. (Hons.), LL.B.
Member, Operations, Finance &
Administration and Marketing
and Sales Committees



Fred Deys, B.Sc.
Vice Chair, Operations Committee
Member, Marketing & Sales
Committee

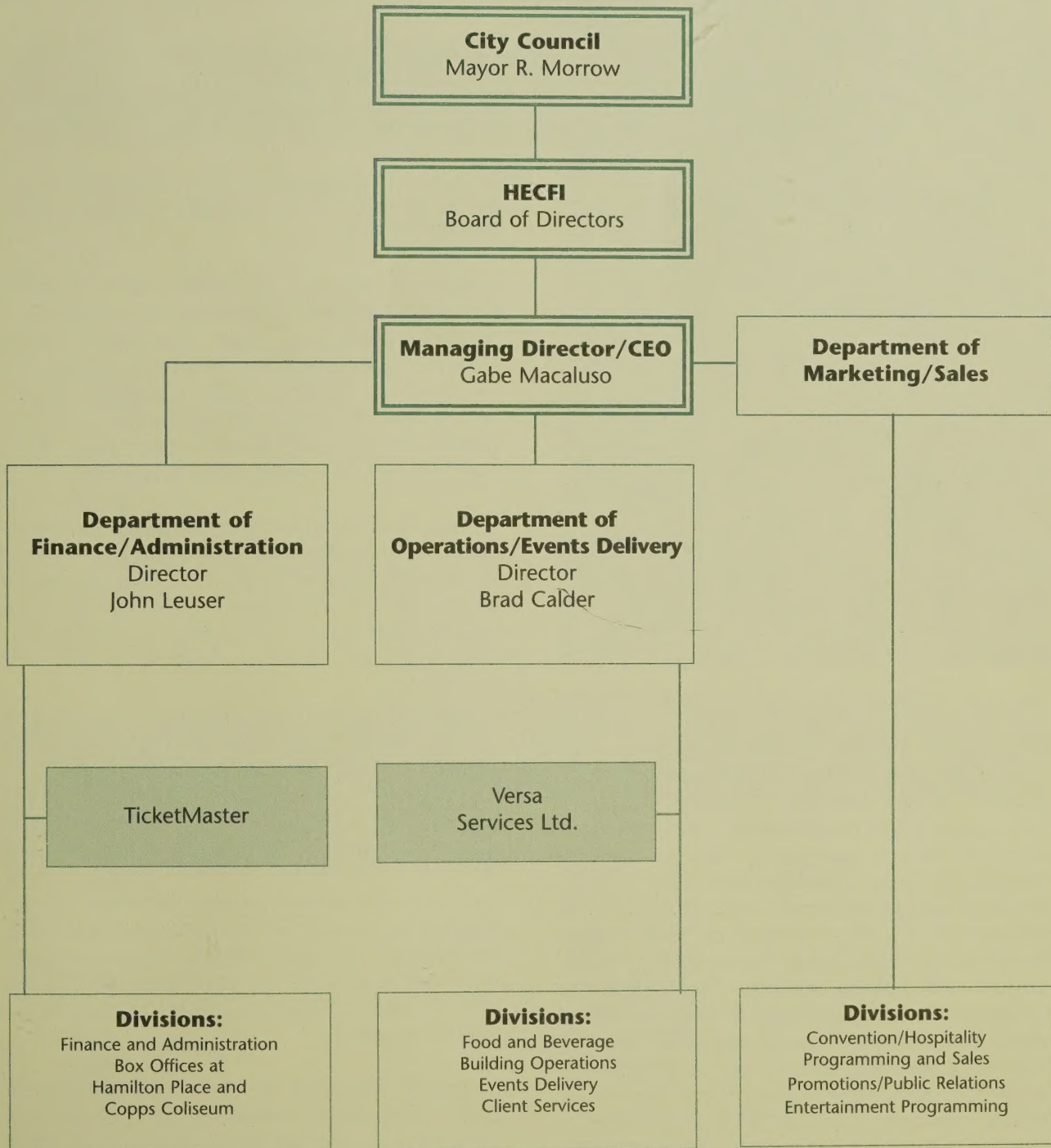


John Nelson
Vice Chair, Marketing &
Sales Committee
Member, Operations Committee

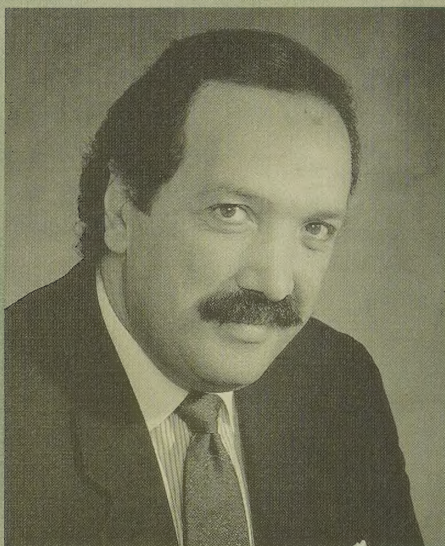


Soheil Monzavi,
C.A., A.C.A., B.Comm.
Vice Chair, Audit Committee
Member, Finance & Administration
Committee

ORGANIZATION CHART



Message from CEO Gabe Macaluso



The role of Managing Director/CEO was altered early in 1995 to include the responsibility for directing and managing the Marketing and Sales Department. With the expiration of an agreement with a major concert promoter, it was necessary to reassess H.E.C.F.I.'s marketing and sales requirements — the three facilities would now be marketed by H.E.C.F.I. staff and independent of any contractual limitation — a major transition. My expanded role began with a physical relocation of my offices to Hamilton Place Theatre where the marketing, sales and promotions/public relations staff conduct business. Then began the reassessment process; an in-depth review of existing talent, skills, the general *modus-operandi*. It became clear that a seasoned, experienced, sales agent who had close contacts with existing major promoters was needed; consequently a consultant was retained on a part-time basis, not only to develop marketing strategies but to contribute to the training of existing staff. The year provided me personally with the opportunity to hone skills required in the entertainment business, make new contacts and generally, acquire a better understanding of the various entertainment "markets". Building a strong marketing foundation upon which a cohesive sales team can draw its strength is

a long-term commitment and one which got a good start during 1995.

Operationally, the Convention Centre received considerable attention. Impressive floor covering was installed, including area rugs. The Centre's accoutrements have all been co-ordinated to fit the new colour scheme creating a warm ambiance throughout. Renovations to the Wentworth Hall were completed. Management remains committed to its regime of maintenance for all three facilities.

Copps Coliseum celebrated its tenth anniversary not only at home but internationally; in a feature article the facility was named the 1995 Prime Site Award Winner by Facilities magazine. Performance magazine featured Copps' anniversary and included a quote from the Executive Producer of the Juno Awards...

"At this point of time, I would say that Copps is the best designed arena in Canada. For one, it's very close to Toronto, so it's part of an area in Canada that has a huge population density, much like Los Angeles or New York..."

Art students from eighteen area schools were mentored by ten local artists in the creation of the Wall Mural Project at Copps Coliseum. The students and their mentors transformed the walkway leading from Lloyd D. Jackson Square to Copps Coliseum into a fascinating gallery.

H.E.C.F.I. continues to create opportunities for patrons with varied cultural, artistic and sporting preferences to visit the City's Theatre, Convention Centre and Arena/Trade Centre located in the downtown core for entertainment experiences of their choice. This activity is a reflection of the Corporation's mandate; I am pleased with the accomplishments made by management and staff during 1995 and I look forward to the challenges of 1996.

H.E.C.F.I. FULL-TIME EMPLOYEES

CORPORATE AND MARKETING & SALES

Gabe Macaluso, B.A., Managing Director/CEO

Patricia Bennett
Cheryl Bogie
Jean Bulluss
Karen Dowhan
Sal Farrauto
Jeannine Flett
Irene Gaudet
Sandra Gruba
Vince Guglielmo
Mary Howarth
Sandra Johnson
Mary Murray
Alison Nicholson
Silena Primavera
Leslee Stewart
Tim Tuck
Debra Vivian

FINANCE & ADMINISTRATION

John Leuser, B.Comm., C.A., Director

Linda Ambridge
Marilyn Bowlby
Rick DiFilippo
Heidi Evans
Barbara Fisher
Janie Hartwell
Joan Mills
Anne Moravac
Julian Nicholson
Chris Pearson
Linda Persichini
Karen Stanton
Kim Turner
John Whitwell
Ron Wilson

OPERATIONS/EVENTS DELIVERY

Brad Calder, P.Eng., Director

Barry Anderson
Alfred Asaph
Dino Beatrice
Diana Bordonaro
David Costantino
Joanne Davy
John Elder
Bill Fletcher
Alan Ginn
Sam Haining
Dave Kelly
Peter Kopatch
Trevor McAnuff
Gail McCaffrey

Sam Macaluso
John Mitchell
Donald Munn
Richard Owen
Bruce Picken
Scott Ridehalgh
Steven Sajder
Deanna Saville
Donald Stewart
Jerry van den Heuvel
Norma Wright
Lynn Zbucki
Fritz Zwahlen

ENTERTAINMENT HIGHLIGHTS

1995

HAMILTON PLACE

Concert/Musical Productions:

Forever Plaid	Joe Cocker
Tom Jones	Michelle Wright
Nana Mouskouri	All Star Jazz Band
Roger Whittaker	Geritol Follies
Stars of Lawrence Welk	John McDermott
Preservation Hall Jazz Band	Music of the Night
Orpheus Male Choir	Holly Cole
Circo Zope Europa	Barbershop Quartets
Stephen Wright	Charlie Major
All 4 One	The Rankin Family
Canadian Country Music Awards	
Bach Elgar Choir's	
Silver Band	
A Cappella Platinum	
Handel's Messiah	
Opera Hamilton's	
Opera Popera	
La Boheme	
Barber of Seville	
Simon Boccanegra	
Hamilton Philharmonic Orchestra's	
HPO Pops	
HPO Classics	
Sundae Symphonies	
HPO Christmas Show	
HPO with Dudley Moore	

Comedy/Magic/Dance:

Weird Al Yankovic
Canadian Croation Folklore
Cats
Tryzub Ukrainian Dance
André Philippe Gagnon
The Russian Nutcracker

An estimated 225,000 patrons attended events in the Great Hall and Studio Theatre during 1995

MAJOR CONVENTIONS, TRADE/CONSUMER SHOWS AND SPECIAL EVENTS DURING 1995

HAMILTON CONVENTION CENTRE

Trade/Consumer Shows:

Prestige Bridal Show
Better Living Home Show
Prospects Ontario '95 – Ministry of Tourism
Hamilton Home Show
Great Maturity & Travel Show
Hamilton Business Expo
Winter Festival of Friends

Conventions:

International Science and Engineering Fair
International Society for Aerosols in Medicine
Association of Early Childhood Educators
5th World Conference on Disaster Management
International Great Lakes St. Lawrence
Mayors' Conference
Kinsmen & Kinette Clubs of Canada
Country Music Week '95
Canadian Chamber of Commerce
Ontario Non-Profit Housing Association

Variety:

Martin Short Ti-Cat Dinner & Auction
Stelco Quarter Century Club
Ontario Open Karate Championships
Canadian Football Hall of Fame Induction
Boris Brott Summer Music Festival
Dofasco Quarter Century Club
Labatt's Slo-Pitch
Hamilton Gallery of Distinction
Festitalia
Ad & Sales Club Citizen of the Year
Oktoberfest
VE Day
Super Party New Years' Eve
Tim Horton's Children's Foundation
Skills Canada
The Tea Party Concert
Ronnie Hawkins' Rock 'N Roll Christmas

An estimated 164,000 patrons attended the events listed above as well as private meetings and functions at the Hamilton Convention Centre during 1995

ENTERTAINMENT HIGHLIGHTS 1995

COPPS COLISEUM

Concert Events:

Tragically Hip
Juno Awards
Reba McEntire
White Zombie

Trade/Consumer Shows:

Landscape Ontario
1995 Hamilton RV Show
Industrial Expo '95
Skills Canada
International Science and
Engineering Fair
1995 Hamilton International
Auto Show

Skating Events:

Y95 Skate-A-Thon
Easter Seals Skate-A-Thon
Disney On Ice
Stars On Ice
Elvis Stojko Tour of Champions
Toyota Canadian Professional
Figure Skating Championships

Hockey:

NHL Referee Training Camp
NHL Calgary vs Colorado
NHL Toronto vs Colorado
Oldtimer Hockey

Basketball:

OUAA West Championships
Harlem Globetrotters
Raptors Training Camp
Raptors Intra Squad Game
Raptors vs Milwaukee Bucks

Variety:

Spectator Indoor Games
Mighty Morphin Power Rangers
Movie Shoot (x2)
Around the Bay Road Race
Greater Hamilton Tattoo
Pro Gun Anti Crime Rally
Jehovah Witness Convention
Commercial Shoot (x2)
World Kabaddi Championships
Catholic Charismatics of Ontario
Kenneth Copeland Ministries
Subway World Gymnastics Challenge
Christmas Break Funtastic

An estimated 430,000 patrons attended events at Copps Coliseum during 1995

BALANCE SHEET

AS AT DECEMBER 31, 1995

<i>ASSETS</i>	<i>1995</i>	<i>1994</i>
Current		
Cash	\$539,584	\$343,082
Accounts receivable	780,722	727,381
Current portion of note receivable	66,778	16,973
Inventories	46,373	51,676
Prepaid expenses	100,222	92,005
Deferred charges on future shows	32,843	14,739
	1,566,522	1,245,856
Long Term		
Note receivable	—	67,182
	\$1,566,522	\$1,313,038
LIABILITIES		
Accounts payable and accruals	\$449,049	\$489,100
Advance ticket sales	528,182	344,952
Deposits on future rentals	135,314	202,559
Deferred revenue on display advertising	15,608	59,626
Unredeemed gift certificates	81,835	88,080
Advance from a related corporation	21,120	20,676
Due to City of Hamilton	335,414	108,045
	\$1,566,522	\$1,313,038

**STATEMENT OF REVENUE AND
EXPENSE FOR THE YEAR ENDED
DECEMBER 31, 1995**

<i>REVENUE</i>	1995	1994
Rentals, licence fees and show revenue	\$2,348,299	\$2,067,834
Food, beverage and concessions	2,126,392	2,029,793
Recoveries	2,029,902	1,688,407
Box office	363,907	428,375
Other	322,091	277,767
	7,190,591	6,492,176
 <i>EXPENSE</i>		
Events delivery	2,731,498	2,191,888
Food and beverage	1,771,537	1,727,708
Building operations	1,568,089	1,491,368
Marketing and promotion	1,480,850	1,404,424
Administration	1,415,690	1,469,765
Box office	348,274	359,119
	9,315,938	8,644,272
 EXCESS OF EXPENSE OVER REVENUE FROM OPERATIONS	2,125,347	2,152,096
PROVISION FOR CAPITAL REPLACEMENT	—	79,210
 EXCESS OF EXPENSE OVER REVENUE BEFORE CONTRIBUTION FROM THE CITY OF HAMILTON	2,125,347	2,231,306
CONTRIBUTION FROM THE CITY OF HAMILTON	2,426,150	2,503,740
EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR	\$300,803	\$272,434

THE HAMILTON PERFORMING ARTS FOUNDATION INC.

The Hamilton Performing Arts Foundation Inc. is a charitable organization, first established by the founding members of Hamilton Place Theatre on behalf of the City of Hamilton, to provide a facility to accept the numerous donations made by patrons of the theatre during its construction phase. Once construction was complete the Foundation has been relatively inactive until 1993 when the Board of Directors (membership on the Board is the same as the H.E.C.F.I. Board) established a Scholarship Fund for students enrolled in programmes of art, drama, dance or music and who have demonstrated outstanding academic achievement and excellence in the Performing Arts (theatrical, dramatic, musical or artistic works).

Two such awards have been awarded: one during 1994 to Katherine Tinkler; and in 1995 to Dino Vespa. Both completed their music education at McMaster University. In future, the scholarship will be mutually shared by McMaster University and Mohawk College.

THE HAMILTON PERFORMING ARTS FOUNDATION INC. Statement of Fund Balance for the Year Ended December 31, 1995

	1995
Fund Balance-	
Beginning of year	\$ 20,693
Scholarships	(1,000)
Interest Revenue	1,444
FUND BALANCE -	
End of Year	\$ 21,137

H.E.C.F.I. FACILITIES AND DIVISIONS

Hamilton Place Theatre

10 MacNab Street South
Hamilton, Ontario, L8P 4Y3

Telephone: (905) 546-3100
Fax: (905) 521-0924
Box Office Information: (905) 546-3050

Hamilton Convention Centre

1 Summers Lane
Hamilton, Ontario, L8P 4Y2

Telephone: (905) 546-3000
Fax: (905) 522-3380 and 546-3002

Copps Coliseum

101 York Blvd.
Hamilton, Ontario, L8R 3L4

Telephone: (905) 546-4000
Fax: (905) 527-6856
Box Office Information: (905) 546-4040

Divisions Located at Hamilton Convention Centre

- Convention/Hospitality
Programming and Sales
- Operations/Client Services/
Food & Beverage

Divisions Located at Hamilton Place Theatre

- Corporate Offices
- Marketing & Sales
- Promotions/Public Relations
- Box Office

Divisions Located at Copps Coliseum

- Finance & Administration
 - Events Delivery
 - Box Office

HAMILTON PUBLIC LIBRARY



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